Operationalizing business continuity

Steph Sharp, MBA, CEM, CBCP

(She/her)

Oregon Health Authority

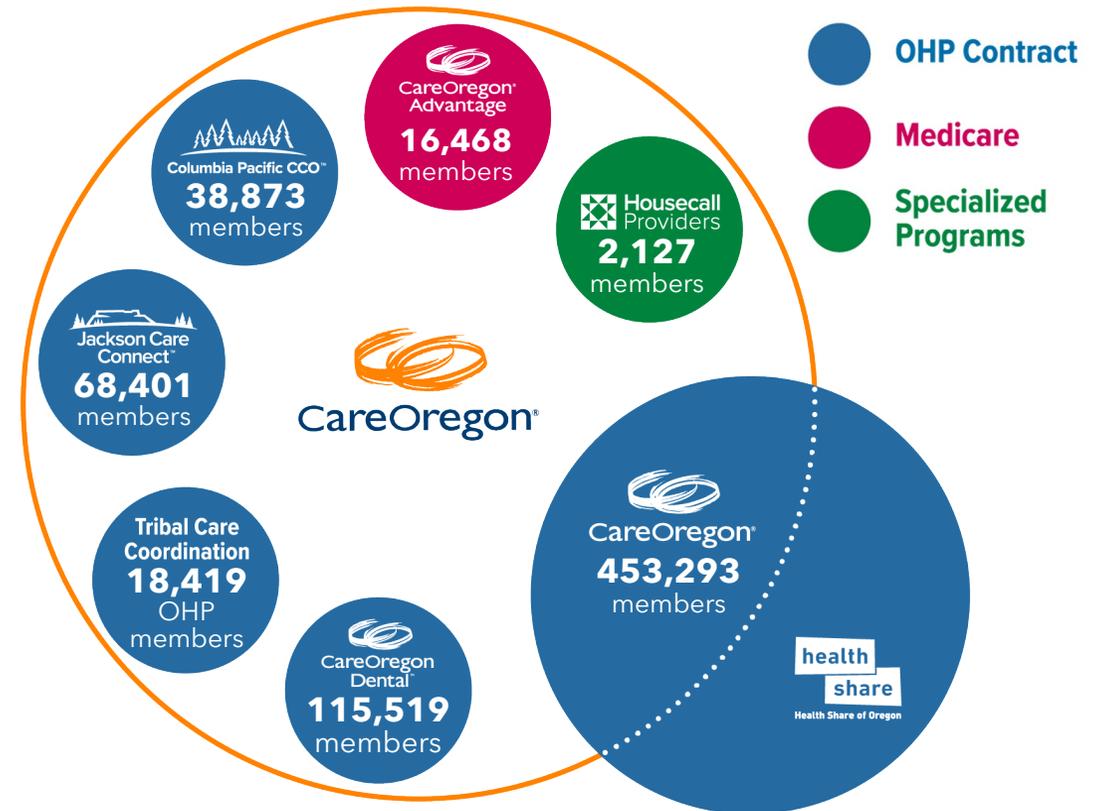**10 July 2025**

careoregon.org

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The CareOregon family

CareOregon is a mission-driven, community-based nonprofit organization. For 30 years, CareOregon has offered health services and community benefit programs to Oregon Health Plan members.

Today, we support the needs of over 500,000 Oregonians through three coordinated care organizations, a Medicare Advantage plan, a Tribal Care Coordination program, a dental care organization and in-home medical care, palliative care and hospice with Housecall Providers.

CareOregon members have access to integrated medical, dental and mental health care and substance use treatment. We also connect members to housing, fresh food, education and transportation services.

Columbia Pacific CCO
38,873 members

CareOregon Advantage
16,468 members

Housecall Providers
2,127 members

Jackson Care Connect
68,401 members

Tribal Care Coordination
18,419 OHP members

CareOregon Dental
115,519 members

CareOregon
453,293 members

health share
Health Share of Oregon

OHP Contract

Medicare

Specialized Programs

*** Membership numbers updated as of Apri1 1, 2025

What do we mean by operational resiliency?

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Enterprise strategy

- Are business continuity goals part of strategic planning, scorecards, bonus targets and performance metrics?

People and Culture

- Companies that prioritize equity in their EDI strategies see a 50% improvement in employee engagement and retention. (Deloitte, 2023)

- Companies with higher employee engagement and retention report 2.5 times more revenue growth than those with low engagement. (Gallup, 2025)

- Long-term employees are more productive, have better customer and office relationships, and are more efficient thanks to deep knowledge of the organization's systems and processes.

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People and Culture

- Using planning and exercises as an engagement activity
- Continuity planning as a stretch assignment for developing staff
- Workshops for collaborative problem-solving and team-building
- Geographical diversity, cross-training
- Swap week

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People and Culture

Development pathways

CAREER LADDER	ENTRY LEVEL TRAINING & CAREER PIVOT	EXPERIENTIAL LEARNING
Vertical growth	**Doorway in**	**Skill maturity**

Organizational Development Cascade
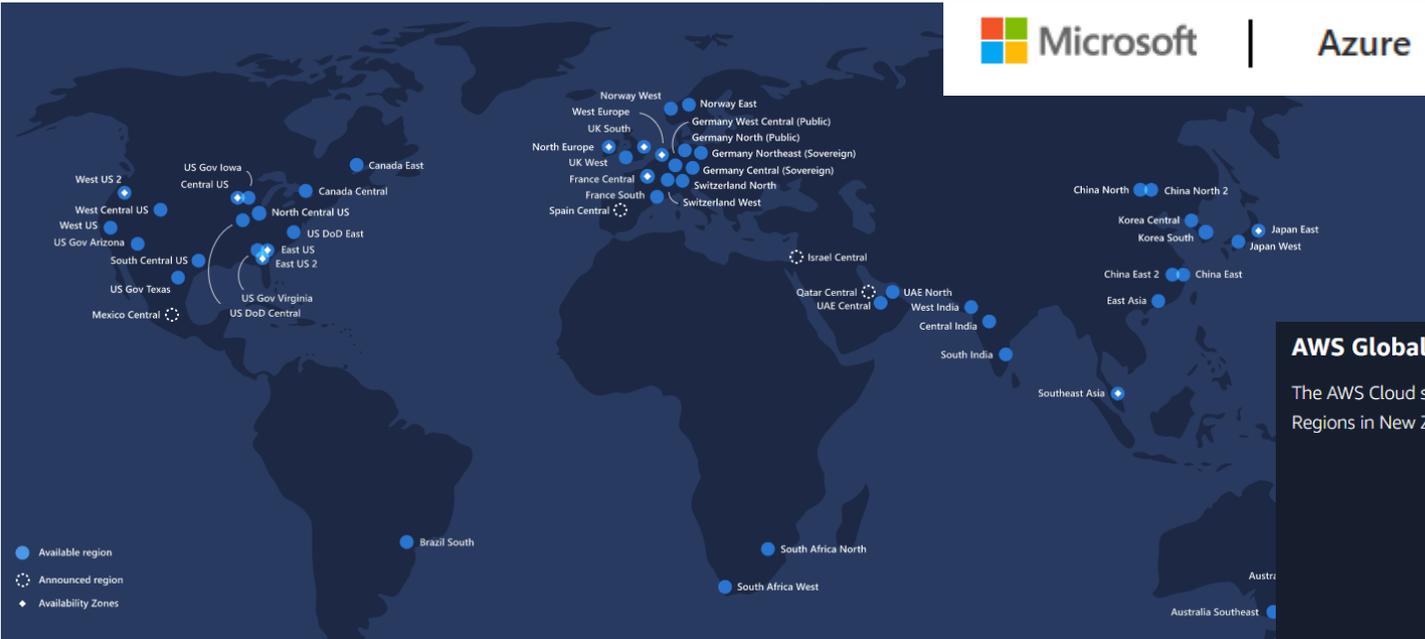
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Information Systems
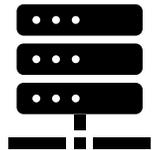
Data center A (West Coast) – 6 months
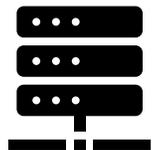
Data center B (East Coast) – 6 months

Information Systems
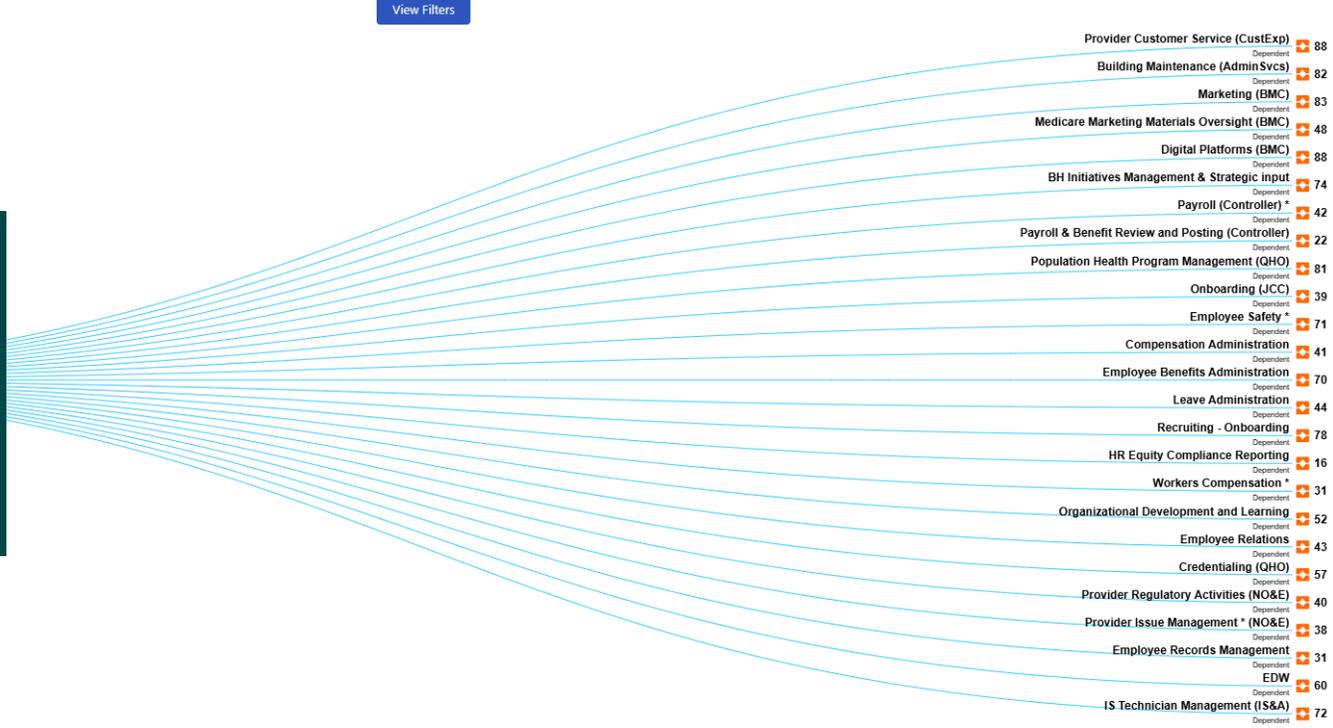
Use BC data to support change management efforts

Enterprise Project Management

- Are business continuity goals part of strategic planning, scorecards and performance metrics?

- Follow and understand the enterprise project list, data share in advance

- Documentation, documentation, documentation

CareOregon's
Standard Documentation Project

As part of CareOregon's Strategic Growth and Resilience work in 2025 (24-0007 and SP109), CareOregon is providing all teams support to prioritize capturing their standard work as required by the organization. The construction/updates of job aids, SOP's and/or process mapping are required to ensure we maintain continuity to our operations, as well as to our internal and external customers.

Standard documentation is necessary to ensure each team has appropriate written guidance. CareOregon's required documents will consist of three items:

1) Job Aid captures the clear step-by-step processes to complete tasks. Job aids should be documented for every responsibility owned within the department. Effective job aids capture screen shots (validating what the screen should look like), and pertinent tips (if you don't save before exiting work will be lost).

Ask yourself: *If I went on vacation, and my colleague took this process over, could they successfully complete the work if using this job aid?*

2) SOP Standard Operating Procedures allow departments to solidify expectations by way of standards. This can include timelines, accuracy matrices, or other benchmarks necessary for consistent quality work to be produced. People leaders will want to confer with their teams and ancillary departments to validate expectations are both accurate and appropriate.

3) Process Maps can be completed independently or with the help of the EPMO Process Improvement team upon request. Mapping can be incredibly important in illustrating how departments interact, while showing teammates the overarching process expectations. Templates and an overview of all affiliated documents can be found within the EPMO website.
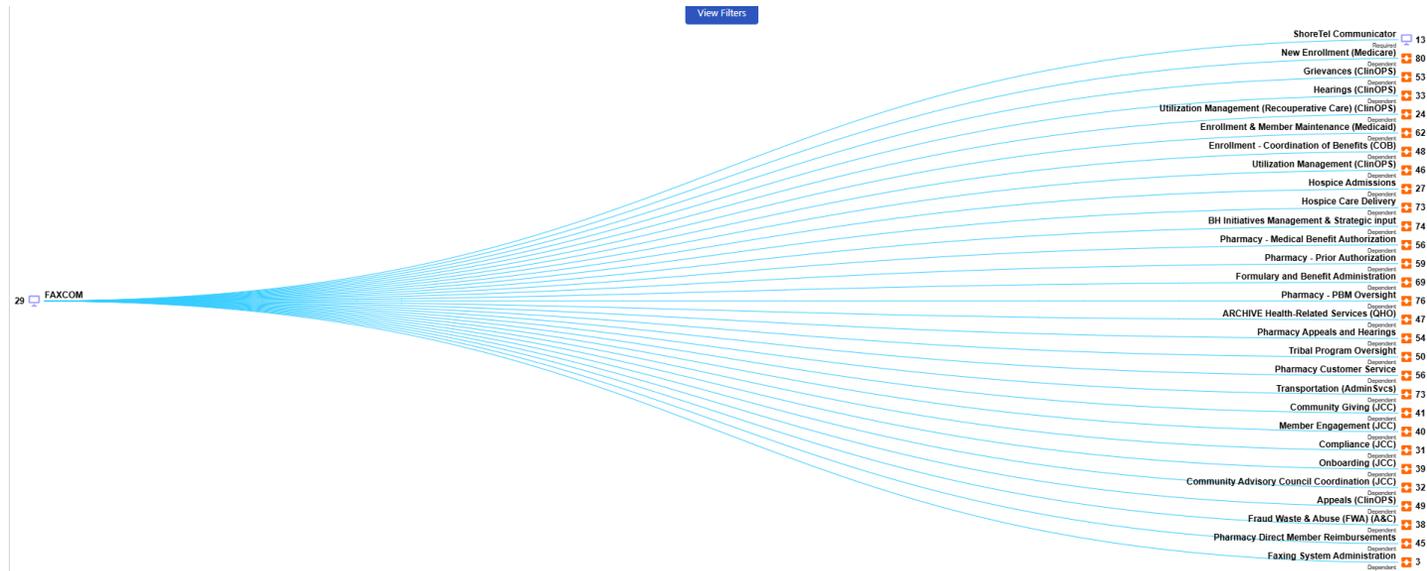
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Information Systems

- Proactive outreach
  - Preventative maintenance
  - Unscheduled downtime

Procurement

- Contract language
- Tiering by criticality
- Use MAD for business process to drive criticality tiering

Tier	Description	Provisions
Tier I - High Business Criticality	Business process has a MAD of 72 hours or less OR vendor support urgent/emergent care OR vendor supports call center or benefit authorization	Standard Business Continuity provisions PLUS review of plans and exercises and 24/7 response requirement.
Tier II - Moderate Business Criticality	Business process has a MAD of >72 hours and < or = to 1 week	Standard Business Continuity provisions.
Tier III - Low Business Criticality	Business process has a MAD >1 week	No special business continuity provisions.

(Tier I or Tier II)
BUSINESS CONTINUITY. Contractor shall provide a business continuity and disaster recovery plan upon request and ensure that Company's recovery time objective ("RTO") of _____ and recovery point objective of ____ is met. The plan should broadly adhere to national or international business continuity standards such as NFPA 1600 or ISO 22301. The plan should be reviewed and updated as required by operational needs and at minimum once per year. Revisions should address changes to technology, functions, procedures, or personnel that could impact the integrity and viability of the plan.

Contractor shall communicate planned service impairments two weeks ahead of impacts and unplanned impairments as soon as practical but no later than within sixty minutes of discovery. Preliminary findings from service disruptions will be reported within _____ of occurrence, with written findings and formal corrective action plan with remediation steps, ownership and timelines shared within one month of occurrence.

In addition, the following apply:
- ☐ Contractor will provide a **24/7** contact as well as two points of escalation.
- ☐ Copies of the plan(s) must be shared annually with Company.
- ☐ Contractor must test business continuity and disaster recovery plan annually and provide written results of performance test along with corrective action plan to Company within one month of test completion.
- ☐ In the event of service disruption, Contractor will work 24/7 to restore services and provide written updates on status every eight hours.

(Tier III) **(least critical)**
BUSINESS CONTINUITY. Notwithstanding anything above, Contractor shall establish, implement and maintain an adequate business continuity policy aimed at ensuring, in the case of an interruption to its systems and procedures, the preservation of essential data and functions, and the maintenance of services and activities. Where that is not possible, the timely recovery of such data and functions and the timely resumption of its services and activities within seven (7) business days from the start of the interruption.

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Third party risk management

Participate in contract reviews

Contribute to development of business continuity language

Reference standards and link performance expectations to RTO / RPO

Tiered approach to encourage MWESB participation and support DEI

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Third party risk management

Third Party Call Center (40%)

Internal Call Center (50%)

Alternate Call Center (10%)

Full capacity

50%

40%

10%

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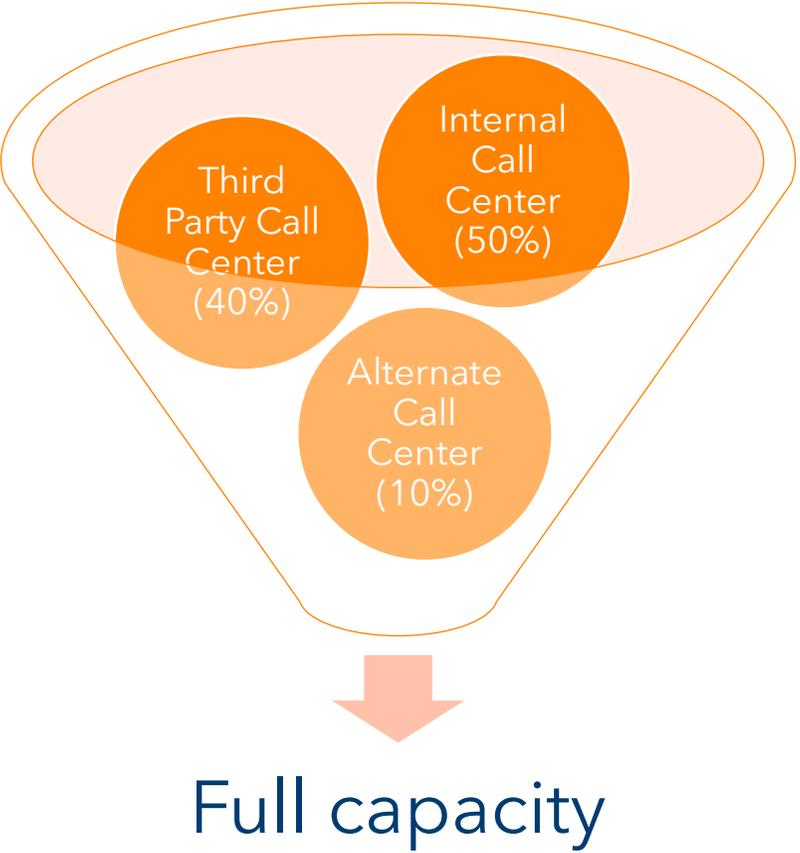
Cybersecurity monitoring

- Business continuity vendors should be monitored

- If you use questionnaires, consider questions related to BC and IT/DR

- Ensure IMT has access to this data in event that vendor experiences a loss of services

Change Management

- Reorganization?

- Office Move?

- What a great time to use / exercise BCPs

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Incident Management

- IMT can be monitoring the same metrics that executive leaders monitor on a daily basis

- Include status report of all critical functions

PMC Strike - Executive Dashboard ☆

This site is specifically for CareOregon Executive Leadership Team (ELT) to provide a status update report on IMT workgroup discussions.

For questions on this site: Please contact enterpriseresilience@careoregon.org

IMT Meeting Schedule

Monday, Wednesday, Friday 11:30am

Situation Update - 1/10/2025

Strike of Providence care providers began Friday, January 10th at 6 AM involving a group of about 5,000 physicians, nurses, physician associates, nurse midwives, nurse practitioners, and others. Impacted facilities include hospitals, outpatient centers, and women's clinics. The strike timeline is indefinite, meaning there is no selected end date.

Providence has estimated that the St. Vincent's hospital will experience the largest impact of all their facilities, and will operate at about half its usual capacity. You can learn more about the strike and any updates here: https://blog.providence.org/regional-blog-news.

https://www.oregonrn.org/page/131

Overview of what we know about the strike.

Resources

Providence nurses, and some doctors, walk out as open-ended strike begins (1/10)

Providence: 3 of its women's centers will stay open during strike, but patients should expect delays (1/10)

Oregon Nurses Association (1/10)

Incident Management Team

Incident Manager - Steph Sharp

Alternate Incident Management Contact:

Planning - Bob Maca, Larry Martin
Business Continuity - Roberta Mesa
Public Information - Erich Ericson and Cori Schleiffer

Please refer all media inquiries to our media team at: media@careoregon.org.

Key Points - Friday 1/10

Member talking points have been distributed to member facing teams - Copies can be requested from Cori Schleiffer

Anticipating request to business continuity representatives to update status of critical process to go out later today (Friday)

NEMT funneling information between Providence and NEMT

Processes Affected By PMC Strike

- Minor Impact
- No Impact
- Undetermined

33% 33%

Count
1

Helpful Links

- 🔗 IMT Huddle Dashboard
- 🔗 IMT Teams Channel
- 🔗 Oregon Nurses Association
- 🔗 Providence Blog
- 🔗 Strike Overview (Internal Use)
- 🔗 Business Continuity Reps

Impact									
	Clinical Operations	01/28/25	Prior Authorization (ClinOPS) Utilization Management (ClinOPS)	☐	Minor Impact	0	PA: Reporting of this issue is early and is more related to the member experience rather than authorization processes. Some members are seeking services from	We will create new authorizations when needed.	The team is authorizing per sta

How are you operationalizing resiliency?

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Questions?

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